

International Journal of Business Dynamics and Management

ISSN: 3121-6412

Volume 2, Issue 2, June 2026

(An International Peer-Reviewed, Open Access Journal Published by Academians Publishers)

Original Research Article

**Talent Management Practices and Organizational Performance in Information Technology Firms of South India****A. Muthumari¹, Dr. B. Kayathiribai²**¹Ph.D. Research Scholar, PG & Research Department of Commerce Sengamala Thayaar Educational Trust Women's College (Autonomous), (Affiliated to Bharathidasan University, Tiruchirappalli) Mannargudi.²Assistant Professor, PG & Research Department of Commerce Sengamala Thayaar Educational Trust Women's College (Autonomous), (Affiliated to Bharathidasan University, Tiruchirappalli) Mannargudi. Orchid ID: - 0009-0003-9037-745X**Abstract**

Objective: Knowledge-intensive industries depend on their human workforce to create competitive advantages, but organizations fail to recognize employees as essential workforce resources. The existing research links talent management (TM) practices to better firm performance (FP) outcomes, but there remains a knowledge gap about how organizations use human resource analytics (HRA) to assess their talent-based investments. The research develops a Human Talent Management (HTM) framework that defines talent as organizational wealth and assesses analytics capabilities as a factor that affects the connection between TM and FP.

Design/Methodology/Approach: The study used a quantitative explanatory research design which combined Resource-Based View and Social Exchange Theory as its theoretical framework. The study collected survey data from 250 IT professionals who worked in Chennai, Bengaluru, and Hyderabad. The study used structural equation modeling to validate research constructs and analyze direct and indirect relationships between TM practices and human resource analytics (HRA) capabilities and FP.

Findings: HRA predicts FP outcomes and functions as a partial mediator which connects TM activities to FP results because analytics help businesses measure their talent development results. Organizations achieve better performance results when they combine analytics with TM than when they use TM practices without analytics support.

Originality/Value: The HTM framework provides an advanced method for evaluating TM which shows how organizations create value through their TM activities in information technology sectors of emerging markets.

Practical Implications: Organizations should prioritize workforce development and invest in analytics capabilities to enable evidence-based talent decisions that enhance sustainable performance.

Keywords: Human Talent Management; IT sector; Firm performance; Retention; Performance**1. Introduction**

The competitive environment of organizations has undergone permanent transformation through rapid globalization and digital technology advancements which create challenging business conditions that require companies to adjust their operations perpetually. Human capital functions as the main element that drives innovation and productivity and gives companies competitive advantages in knowledge-based industries which include the IT sector. Organizations now understand that their ability to perform sustainably relies more on handling exceptional personnel than on having physical assets (Gallardo-Gallardo et al., 2020).

Talent Management (TM) has therefore evolved from a traditional human resource management (HRM) function into a strategic organizational priority. Research shows that organizations achieve better results and improve their long-term performance through talent attraction and development and retention practices (Al Jawali et al., 2022; Kravariti et al., 2023; Sulastri, 2024). The Resource-Based View theory states that organizations achieve sustainable competitive advantages through their possession of valuable resources which remain rare and inimitable and non-substitutable assets with human capital being one of their most vital resources (Barney,

1991). Social Exchange Theory demonstrates that employees who see themselves as valued organizational investments will show greater commitment and engagement and performance (Abdullahi et al., 2022). The two perspectives show that talent functions as a crucial input which determines how well organizations will succeed (Fig. 1).

Theoretical research provides a foundation for studying TM but leaves significant gaps in existing TM literature. The majority of empirical research studies TM through its three main components which are recruitment success and employee retention and immediate work results (Marler & Martin, 2021). Employees remain misunderstood because organizations view them as

expenses that need reduction instead of resources which should be developed. HRA has become more popular during the last twenty years but most organizations still use it to track basic performance indicators like time-to-fill and absenteeism and attrition rates. Previous research demonstrates that analytics improve HR functions through better decision-making capabilities and increased operational performance (Anam & Haque, 2023; Thakur et al., 2024), yet researchers have not studied the strategic use of analytics to evaluate human resources as organizational capital. The research area needs more studies which evaluate TM and HRA together with business outcomes in countries that are not Western.

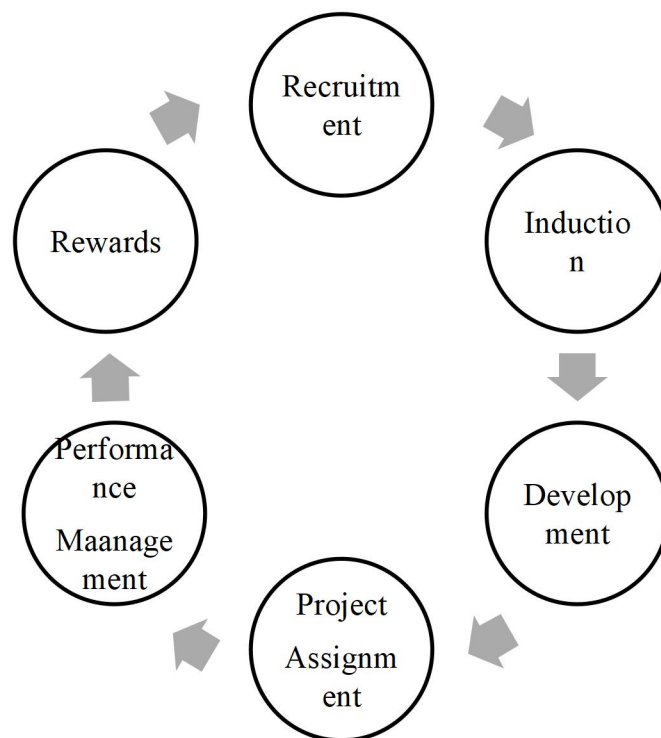


Figure 1. Lifecycle of TM (Source: The author(s) themselves)

The South Indian IT ecosystem has rapid development which reveals its existing limitations. The cities of Chennai and Bengaluru and Hyderabad have become worldwide technology centers which drive economic growth while attracting both investments and skilled professionals (Deo et al., 2024). The same growth has created new problems which include skill shortages and high employee turnover and ongoing technological advances (Sivathanu & Pillai, 2019). The standard HR methods which treat workers as basic work resources do not meet demands of such situations. The organization needs strategic structures which treat talent as valuable assets that can create ongoing business advancement and distinct market advantages.

To solve these existing gaps, the research presents a HTM framework which treats talent as organizational asset instead of being a cost center. The framework enables companies to evaluate and improve their human capital value through its combination of HR analytics and fundamental TM techniques. The HTM framework assesses organizational success through employee retention and development and employee contributions to the organization which serve as indicators of organizational wealth and long-term success.

The research study presents multiple contributions to the field. The study develops Resource-Based View theory through its measurement of human talent as a strategic asset and it shows Social Exchange Theory through its demonstration of how wealth-based employee treatment

creates mutual performance advantages. The study creates a unified model which combines TM and HRA components to assess their impact on FP through structural equation modeling. The study presents evidence from South India IT sector which represents an important economic area that research have not sufficiently explored. The research provides practical recommendations for managers who want to use analytics-based talent strategies to achieve long-term success for their organizations. The study demonstrates that human resources should be regarded as a strategic asset which creates value through TM because it enables organizations to assess employee performance beyond their basic productivity.

2. Literature Review

2.1 Human Analytics

HRA has developed into an advanced system that uses data analysis to manage human resources after starting with basic HR metrics. The development of HRA now mirrors current business analytics trends which enable organizations to use both predictive and prescriptive analytics instead of traditional descriptive reporting methods (Margherita, 2022). Organizations now use this transformation to shift their focus from past reporting towards creating future-oriented decision systems.

The literature generally categorizes HRA into three dimensions: descriptive, predictive, and prescriptive analytics. Descriptive analytics uses historical data analysis to identify productivity patterns and engagement trends and employee attrition patterns. Predictive analytics uses statistical models to predict workforce trends which include turnover risks and skill shortages and it helps organizations to manage their talent needs (Thakur et al., 2024). Prescriptive analytics extends this capability by recommending specific actions related to recruitment, training, and employee development (Chatterjee et al., 2024). The three dimensions of this system create better managerial decision-making which leads to more effective organizational operations.

The current research shows a major restriction which exists despite the technological progress which has been achieved. The majority of HRA research studies investigations into operational enhancements which include turnover reduction and recruitment efficiency improvement instead of studying the strategic worth of human resources (Anam & Haque, 2023). The HR department at the organization becomes perceived as a cost center through this operational focus which prevents its ability to create business value. (Marler & Martin, 2021) shows that analytics projects mainly target process improvement goals while their implementation does not change organizational staff management practices.

Analytics can identify high-potential employees while forecasting skill gaps according to recent research (Thakur et al., 2024) but TM systems still treat people as resources that need optimization instead of recognizing them as valuable assets that create business value. HRA maintains an unexplored potential to transform talent into organizational capital through its capacity to measure employee value. The data-intensive environment of IT creates a critical need for organizations to establish operational analytics which relies on existing workforce data infrastructure (Sivathanu & Pillai, 2019). The evidence shows that many IT companies still prioritize basic operational measurements such as time-to-fill and turnover rates which demonstrates their inability to connect analytical skills with their business strategy (Dutraj & Sengupta, 2025).

2.2 TM

TM has developed into a vital strategic element which organizations use to manage their human resources during the last twenty years. The human resources management process uses TM to create systems which handle talent acquisition and talent development and talent retention and performance evaluation to achieve organization objectives (Jooss et al., 2024). The research evidence from multiple studies shows that organizations which implement effective TM practices experience improved business results and higher employee contentment and greater market competitiveness.

The theoretical foundations of TM develop through Resource-Based View which Barney established in 1991 to show that unique human resources function as the primary source of sustainable competitive advantage. The research shows that supportive TM practices create reciprocal organizational behaviors through Social Exchange Theory which explains the development of employee commitment and increased work performance. The different perspectives about talent investment demonstrate its strategic importance.

The field of TM research experiences ongoing difficulties because existing studies show increasing interest in it. The first point demonstrates that the concept remains divided between different theoretical frameworks because previous literatures still discuss whether TM should study only top performers or all employees (Maley et al., 2024). The research findings emerge from Western societies while there exists a research gap in developing countries. The third point shows that most research focuses on process effectiveness instead of examining how value is created (Vaiman et al., 2021).

The system handles TM as an administrative function which exists to boost operational efficiency instead of recognizing it as a strategic asset that builds organizational value. The literature provides limited

insight into how talent can be measured, valued, or accounted for as an asset. The gap between theoretical concepts and actual implementation shows its most visible form in knowledge-based industries because conventional TM methods do not succeed in managing fast skill deterioration and high employee turnover and fierce competition for rare talent (Wesonga & Van Der Westhuizen, 2024). Recent research started to investigate analytic-based TM methods for TM (Thakur et al., 2024) but these studies continue to use resource optimization methods. The transformation of talent into a valuable asset which people should treat as a treasure still requires further theoretical development and research validation.

2.3 FP

The concept of FP exists as a multidimensional construct which includes both financial measures and non-financial indicators. The assessment of performance has traditionally relied on financial metrics which include profitability and revenue growth. The economic results produced by these measures, yet, they do not provide an accurate assessment of intangible assets, especially human capital value.

Existing studies show that performance assessment requires both quantitative and qualitative assessment methods (Sumaja & Srinivas). Existing studies have proposed diverse categorizations which include financial outcomes stakeholder results and organizational processes (Tudose et al., 2022) and financial organizational and human resource outcomes (Tensay & Singh, 2020). Other studies emphasize broader factors which include people development and customer processes (Hutahayan, 2020). The approaches demonstrate that organizations have to identify success factors which do not involve financial aspects because these factors drive their organizational success.

Organizations which focus mainly on financial performance metrics create a situation where they undervalue employee contributions through their accounting practices. Organizations treat their human capital investments as financial costs which creates a gap between their talent management initiatives and their value creation targets (Le & Ikram, 2022). The integrated reporting system (Crous et al., 2022) attempts to resolve this issue yet organizations still fail to acknowledge human capital as an essential element that affects their total financial performance.

The IT industry encounters critical difficulties because its operational value hinges completely on the knowledge base and innovative capabilities and technical skills that it has acquired (Fouad, 2024). Organizations in such environments use conventional financial metrics because those metrics fail to measure their actual performance. The research about TM and FP associations (Siripipatthanakul et al., 2022) lacks studies

that investigate how treating talent as company assets will improve those associations (Benabed & Messaoudi, 2025). Theoretical and empirical research needs to address multiple essential gaps which still exist.

2.4 Theoretical Framework and Research Gap

The HRA research field focuses on operational efficiency while it should evaluate strategic talent valuation. The TM research field studies organizational processes yet it fails to recognize talent as an essential company asset. The FP research field continues to use financial measurements which fail to show the complete value that human capital brings to organizations. The three research domains recognize human resources as essential yet they do not create a single integrated framework. The research shows that organizations lack knowledge about HR analytics methods which help them assess talent as an asset and its impact on business results in knowledge-driven businesses and developing markets.

The research establishes a HTM framework to evaluate talent which it defines as organizational wealth. The framework uses Resource-Based View and Social Exchange Theory insights combined with analytics-driven measurement methods to create a system that connects TM practices with value creation. The South Indian IT sector which shows rapid growth and high talent mobility together with rising skill demands functions as an ideal real-world environment to study this new way of doing things. The study creates theoretical HRM framework expansion by developing a human capital wealth-based perspective and provides organizations with a systematic method to assess their talent as a strategic resource.

3. Research Methodology

3.1 Research Design

The research study use a quantitative explanatory research design to test the HTM framework which they developed. The study requires a structured design because it needs to produce trustworthy results while solving its research goals (Alves et al., 2020). The survey-based method allows researchers to test theoretical relationships because it provides a way to measure hidden variables and study their connections with other variables (Mohajan, 2020). The HTM framework validation needs a quantitative design because it allows study to use structural equation modeling SEM methods to evaluate measurement and structural models. The present study used procedural and statistical controls to enhance their research methods because these controls help decrease bias in responses and common method variance.

3.2 Conceptual Framework

The framework establishes a connection between TM techniques and HRA which enables organizations to recognize talent as their greatest asset instead of treating it as a basic operational resource. TM exists through three main dimensions which include talent attraction and talent acquisition and talent development activities that organizations use to select and hire and keep their most valuable employees who match their long-term

objectives. HRA supports these practices by providing data-driven insights that enable systematic evaluation of workforce capabilities and contributions. The HTM framework demonstrates that analytics-based talent assessment improves long-term performance results for organizations through its connection with various business components (Fig.2).

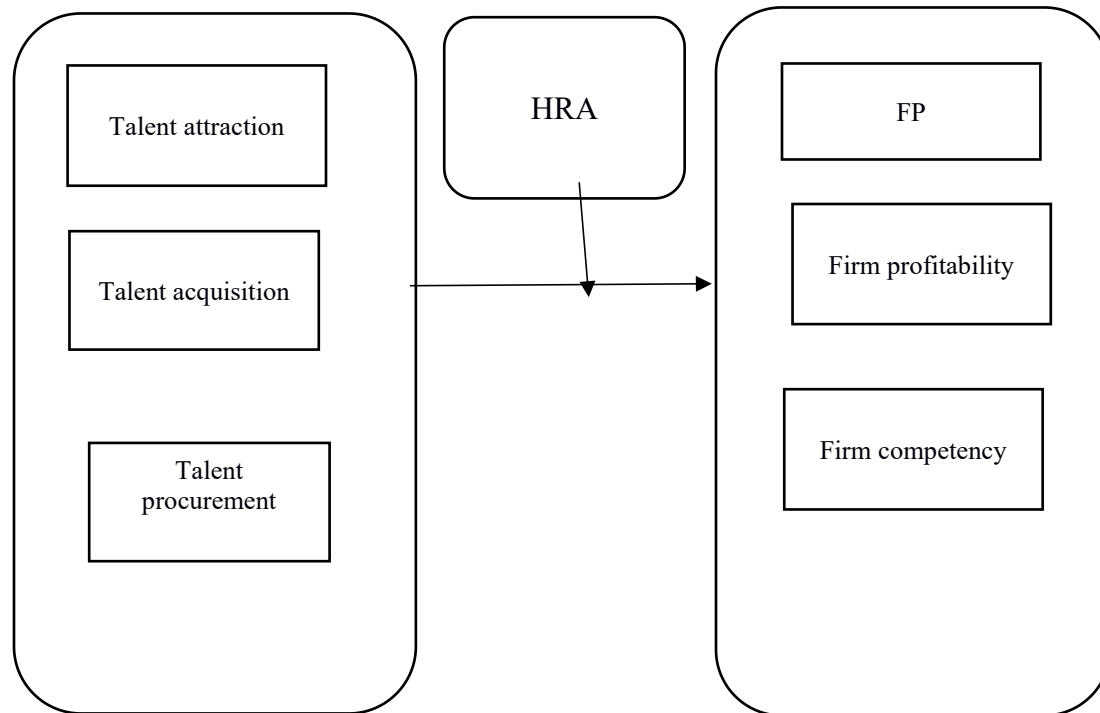


Figure 2. Proposed HTM framework (Source: The author(s) themselves)

3.3 Study Area

The research study took place in three main information technology centers of South India which include Chennai and Bengaluru and Hyderabad. The present study chose these sites because they represent important centers of the Indian IT industry while showing different levels of business development and technological advancement and employee attributes. The multi-city design improves external validity by capturing heterogeneous organizational contexts while the study results can be applied to multiple regions beyond a specific area.

3.4 Population and Sample size

The target population included employees employed in software and IT-enabled service companies who worked in the chosen cities. A total of 250 responses were obtained for analysis. The sample size exceeds minimum requirements recommended for structural equation modeling and provides sufficient statistical power for estimating model parameters and testing hypotheses

(Lakens, 2022). The approach provides sufficient participation for organizations to achieve complete representation of their various job positions which enables effective multivariate testing.

3.5 Sampling technique

The research used multi-stage sampling research method because it needed to achieve both representativeness and study relevance. The present study implemented stratified random sampling to achieve proportional representation from all organizational types and all hierarchical levels of the organization. The study used purposive sampling to select respondents who had direct experience with TM and HR processes in order to obtain valid and accurate responses. The combined approach of the research study improves data quality while preserving the research methods and their integrity.

3.6 Data collection

The study gathered primary data through a structured questionnaire which used established scales to assess TM practices and HR analytics capabilities and FP. The

research study used an online system to conduct their study because it would enable more people to take part while they could collect data in a uniform manner. Also, it implemented measures to combat response bias by providing participants with guaranteed protection of their identity and their private information and by using random selection of survey questions and by providing standard instructions. The study obtained available organizational data which included employee turnover statistics and training expenditures to support their evaluation process and improve their measurement accuracy. The data collection procedures followed recommended practices to minimize measurement error and enhance reliability (Taherdoost, 2021).

3.7 Data Analysis

The study processed the gathered information through screening and coding before they conducted their analysis with AMOS software. Structural equation modeling has been utilised because it enables them to assess both measurement elements and structural connections between hidden variables which makes it ideal for testing the HTM framework (McLeod, 2019). The analysis proceeded in two stages. The first stage of the procedure used confirmatory factor analysis to measure construct reliability and validity. The structural model tested the predicted relationships between the different variables in the study. The study used bootstrapping procedures to improve the stability of their parameter estimates during their examination of the indirect effects. The study conducted additional robustness checks through common method variance testing and alternative model comparison to improve their internal validity.

3.8 Assessment of Assumption and Validity

The study conducted their statistical testing after determining the necessary statistical requirements for their analysis. The researchers used listwise deletion to identify missing data while they evaluated multivariate normality through skewness and kurtosis testing which produced results that matched standard acceptable ranges. The study demonstrated that sampling adequacy existed because the Kaiser-Meyer-Olkin value reached 0.726 and Bartlett's test of sphericity produced a significant result which enabled the study to conduct factor analysis (Barki et al., 2020). The study measured reliability by using Cronbach's alpha and composite

reliability assessment, which both achieved results that exceeded the required threshold (Almaaitah et al., 2020). The study established construct validity through two testing Methodologies, which included average variance extracted testing and shared variance testing, which demonstrated that the constructs fulfilled the requirements of both internal consistency and empirical distinctiveness.

Harman's single-factor test assessed the common method bias which stemmed from self-reported data. The first unrotated factor accounted for less than 50% of the total variance which indicated that common method variance was unlikely to threaten the validity of the results. The study used two procedural safeguards which included anonymity guarantees and random item presentation during their data gathering process.

4. Results

This section presents the empirical findings from the structural equation modeling (SEM) analysis conducted to test the proposed HTM framework. The results are reported in three stages. The first stage presents the demographic information of the respondents who participated in the study. The second stage assesses the measurement model to determine whether the constructs meet reliability and validity requirements. The third stage tests the structural model to evaluate the proposed relationships between TM and HRA and FP while examining mediation effects.

4.1 Demographic profile

The research included 250 employees who worked in IT and IT-enabled service companies that operated in major technology centers of South India. The respondents represented diverse demographic and professional backgrounds, which improved the data's ability to represent the entire population. The sample mainly included employees who had worked at their organizations for five to ten years because the majority of respondents held mid-senior level positions and 47.2 percent of respondents had mid-senior level positions. The high number of participants who obtained postgraduate degrees, which reached 69.6 percent, demonstrates how the IT industry requires advanced knowledge. The demographic composition establishes trustworthiness for the responses which show HR practices and performance outcomes (Table 1).

Table 1. Demographic profile

Demographic Factor	Parameter	No. of Respondents	Percentage (%)
Age	25-30 Years	49	19.6
	30-35 Years	47	18.8
	36-40 Years	58	23.2
	41-45 Years	58	23.2
	More than 46 Years	38	15.2
Qualification	Under Graduate	76	30.4
	Post Graduate	174	69.6
Experience	0-2 Years	45	18
	2-5 Years	8	3.2
	5-10 Years	134	53.6
	More than 10 Years	63	25.2
Designation	Entry Level	41	16.4
	Associate level	49	19.6
	Mid-Senior Level	118	47.2
	Senior Level	42	16.8
Industry	IT	178	71.2
	ITES	72	28.8

4.2 Measurement Model Assessment

The confirmatory factor analysis (CFA) has been conducted to validate the measurement model before their hypothesis testing. The model demonstrated satisfactory overall fit, with $\chi^2/df = 2.15$, CFI = .995, TLI = .986, and RMSEA = .070, all of which fall within recommended thresholds. The indices show that the latent constructs which we proposed successfully match the actual data which we observed (Table 2).

Table 2. CFA

Fit Index	Value	Recommended Threshold
χ^2/df	2.15	< 3.00
CFI	.995	> .90
TLI	.986	> .90
RMSEA	.070	< .08

The study evaluated construct reliability and validity. The composite reliability (CR) values for all constructs exceeded the recommended threshold of .70 which confirmed their internal consistency. TM construct achieved high composite reliability (CR = 0.91) and strong standardized factor loadings, despite its average variance extracted (AVE) of 0.45 falling short of the standard 0.50 threshold. The Fornell and Larcker criterion allows to assess convergent validity when their reliability scores exceed established standards. The TM construct remained in place for additional structural analysis (Table 3).

Table 3. Reliability and convergent validity

Construct	Composite Reliability (CR)	AVE
TM	0.91	0.45
HRA	0.82	0.52
FP	0.93	0.71

4.3 Structural model and Hypothesis testing

The study confirmed the measurement model before they assessed the relationships between different constructs. The structural model showed optimal data fit through the following results ($\chi^2/df = 2.15$; CFI = .995; TLI = .986; RMSEA = .070) which demonstrated that the HTM framework successfully explained the relationships between TM and HRA and FP.

Impact of TM on FP

The study tested its first hypothesis which stated that TM would boost business results through its implementation. The results demonstrate that TM produces a substantial positive impact on financial performance according to the research finding which shows a relationship between the two variables ($\beta = 0.48$, $p < .001$). The assessment of separate elements shows that talent development causes the most substantial impact through its ($\beta = .340$) performance while talent procurement ($\beta = .248$) and talent attraction ($\beta = .245$) follow in their effectiveness. Talent acquisition exists as a significant factor although its impact remains less powerful than other elements ($\beta = .052$). The research outcomes demonstrate that employee development programs which focus on enhancing employee skills deliver greater performance benefits than recruitment efforts which do not include such development programs. The organization needs to

make long-term financial commitments for employee development because this approach leads to ongoing development of business results.

Impact of HRA on FP

The second hypothesis tested whether HRA directly impacts FP. The results show a significant positive relationship between HRA and FP ($\beta = 0.32$, $p < .001$). Prescriptive analytics and decision-oriented analytics provide better outcomes to organizations because analytics only reaches its highest performance level when it supports strategic decision-making activities instead of performing basic operational monitoring tasks. The research emphasizes the need to use workforce data because it provides essential information that helps

managers with their planning and resource distribution processes.

Mediating role of HRA

The researchers tested Hypothesis 3 to see whether HRA functions as a mediator between TM and performance outcomes. The mediation analysis showed both direct and indirect effects. The indirect pathway from TM to FP through HRA was significant with a coefficient of 0.20 which explained about 39.21 percent of the overall effect. The direct effect of TM to the outcome stays important while the indirect effect exists which shows the partial mediation (Table 4). The research demonstrates that analytics functions as a tool which enhances TM efficiency by converting HR activities into measurable performance outcomes (Fig.3).

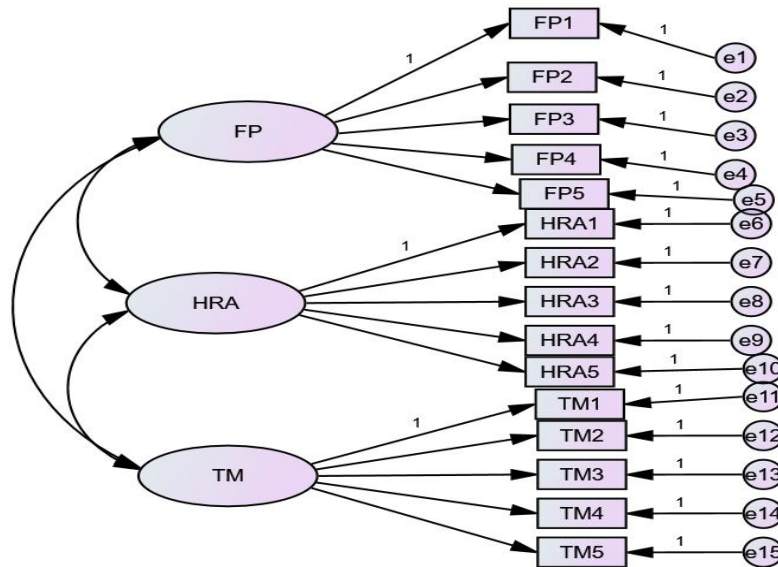


Figure 3. CFA for proposed model

Table 4. Structural Path Estimates and Mediation Effects

Path	Standardized β	p-value	Result
TM $\rightarrow$ FP	0.48	< .001	Supported
HRA $\rightarrow$ FP	0.32	< .001	Supported
TM $\rightarrow$ HRA $\rightarrow$ FP (Indirect)	0.20	< .01	Partial mediation

The evidence supports the HTM framework because it shows strong support from its backing. The combination of TM practices with HRA results in improved business outcomes while analytics functions as a partial link between TM and business performance. Organizations that implement analytics-driven decision-making systems to support their talent strategies will achieve better performance results. The combination of TM and HRA provides organizations with an optimal method to

handle their workforce requirements in environments that require specialized knowledge.

5. Discussion

The main goal of this research study was to assess how TM affects FP while determining whether HRA functions as a mediator between these two variables within the information technology industry. The study provided empirical support for the HTM framework

which resulted in important theoretical and practical research findings.

The initial findings demonstrate that TM practices produce a significant positive effect which reaches statistical significance through their implementation at FP. Organizations that establish dedicated programs for discovering and developing and retaining their most talented employees demonstrate better performance than organizations that treat their HR functions as standard operational tasks. The current finding supports previous research evidence (Bahuguna et al., 2023) and (Yassin & Obeidat, 2020), used to show that structured talent practices produce positive effects on FP results. The present study extends these works by developing specific methods to measure talent as organizational asset instead of showing general links between TM performances. The research establishes a more effective explanation of talent investment results because it demonstrates that talent investments lead to performance improvement.

The degree of improvement shown through talent development results demonstrates that programs which build employee skills essential for work performance surpass hiring methods when it comes to their impact on work results. The research demonstrates that companies which invest in their staff development through training and skill development will achieve greater benefits compared to those that only rely on hiring for immediate needs. The research demonstrates that companies which combine development programs with assessment systems will achieve performance improvements because their findings support the analysis conducted by (Mahfud, 2021) who showed that analytics-based TM improves organizational results. The development process functions as an essential HR function which organizations use to boost their productivity and enhance their ability to work together and create new ideas.

The research demonstrates that HRA functions as an independent predictor of organizational results. The finding supports (Madhani, 2023) research which showed that organizations benefit from analytics adoption. Existing studies have focused on presenting analytics as a tool that organizations use for their operational needs and to generate reports. The research results show that analytics operates as a strategic asset which improves decision-making and helps organizations manage their resources. Analytics functions in HR by monitoring processes while it simultaneously creates value through its ability to connect talent investments with organizational objectives. The present research shows that data-driven analysis systems provide their highest benefits when they are used to support structured TM strategies (Dalal & Akdere, 2023) determined to be vital for improving performance.

The mediation analysis demonstrates that HRA functions as a partial link between TM and performance outcomes.

The findings show that analytics serves as the critical connection between TM practices and their resulting business outcomes. The finding matches the results of (Bouteraa & Bouaziz, 2023), who showed how analytics works to enhance HR practices in their study (Shah et al., 2024), found an intermediary effect that supports the finding. The current research expands on previous work by providing a measurement of mediation effects together with information about how analytics specifically drives performance enhancements. The study establishes analytics as a pathway which enables the study to understand the hidden mechanisms that link TM practices with performance outcomes in existing research.

The research results demonstrate that organizations need more than TM programs to achieve their maximum performance levels. The most effective method for enhancing performance requires organizations to implement their talent programs within a framework that uses evidence-based analytical methods. Organizations need to develop their talent through analytics because these two elements work together to create new opportunities for value creation. The HTM framework delivers its primary value through its integrated approach which shows how human capital creates competitive advantages for IT companies that depend on knowledge workers. The findings show that organizations need to implement both TM and HRA to achieve better business results. Organizations need to adopt a new way of thinking which treats employee talent as an asset because this change will enhance their strategic HRM abilities. The research presents analytics as the core element which connects talent investments to their resulting business benefits and it develops a detailed academic framework that explains how TM influences performance while creating research opportunities for coming studies in this field.

6. Limitations

The research design which uses cross-sectional data restricts researchers from establishing causal relationships because it only allows them to study relationships during one time period. The evidence from longitudinal studies will demonstrate how performance effects change over time. The multi-city sample offers better contextual diversity yet the results still apply only to the South Indian IT sector. The survey data which assesses perceptions creates response bias problems which the research procedures cannot fully solve. Future studies could incorporate additional objective or archival performance indicators and multi-source data to strengthen validity. The SEM method estimates structural relationships accurately while other modeling techniques help confirm result stability.

7. Empirical contributions

The study establishes the business value of TM through its measurement of treatment results. The study proves talent has actual value through its statistical evidence which shows the mechanisms that prove this value. The direct and indirect effect analysis proves that analytics account for almost 40 % of the TM-performance connection because it provides exceptional evidence about how HR methods produce business results. The study presents a comparative evaluation of various dimensions related to talent. The study indicates that development has more powerful effects than attraction or acquisition because organizations need to focus their resource allocation specifically to development activities for optimal results. The discussion progresses from general TM recommendations toward specific evidence-based methods which organizations should use for TM. The research establishes knowledge-intensive IT framework analysis as a method to create research specific to emerging economies which exists outside of Western academic centers that dominate current TM studies.

8. Theoretical Contributions

The study advances theory in several important ways. The Resource-Based View framework receives an extension because the study establishes human talent as both a valuable resource and an asset that organizations can measure. The RS Model of Resource-Based View defines resources as potential sources of competitive advantage but fails to provide organizations with assessment standards and resource management techniques. The study uses HR analytics to develop a talent value measurement system that enables organizations to track talent value and use strategic talent development to apply Resource-Based View in practice. The research introduces novel findings which improve Social Exchange Theory through better understanding of its explanatory framework. Social Exchange Theory explains that companies which treat their staff members as essential resources while helping them develop their skills will achieve higher employee commitment and work performance. The analytics mechanism demonstrates that organizations which develop their human resources through open systems achieve benefits because their staff members trust their organizations which establishes a new method for organizations to implement Social Exchange Theory. The study reveals the hidden relationship between HR practices and organizational results which serves as a critical junction point to understand TM theory. The study shows that talent initiatives produce tangible outcomes through analytics which function as the mechanism that connects these two elements. The approach to TM theory develops organizational value through the implementation of processes. The study presents a new framework for understanding performance in knowledge-based organizations which establishes human capital as the main factor that

generates organizational wealth while rendering other factors as secondary elements. The current dominant view that sees financial metrics as the main method to assess performance needs to be challenged.

9. Practical Implications

Organizations should focus on continuous talent development because this approach provides better results than temporary hiring increases according to research which shows that development expenses produce maximum benefits. The HR department needs to create analytical systems which use predictive modeling and research-based decision methods to evaluate employee performance. Organizations require analytical systems which help them achieve maximum productivity from their talent development programs. Managers need to understand that TM and analytics function as separate pieces which require them to merge these two areas. The successful implementation needs to connect HR information systems with performance metrics and strategic objectives for evidence-based talent decisions. Organizations require leadership commitment because this commitment supports their need to change employee perception from viewing workers as costs to understanding them as essential assets which requires both cultural and organizational transformations. IT organizations experience high employee turnover and their employees lose skills quickly so development programs which use analytics for workforce planning help organizations maintain employee retention while they maximize training expenditures and boost productivity. The HTM framework provides organizations with a practical pathway which enables them to transform human capital into ongoing competitive advantage.

10. Conclusion

The research findings demonstrate that organizations achieve better performance results through effective talent management practices which establish their connection through human resources assessment functions as vital intermediary components. Organizations achieve better and enduring results through TM when they treat talent as organizational assets and implement decision-making systems based on analytics. The HTM framework thus delivers theoretical progress together with practical value because it shows how talent generates business value and provides a system for effective value management. The wealth-oriented framework serves as the essential basis which guides future human resource management strategies and research in knowledge-driven industries such as IT that rely on expertise.

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